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ABSTRACT

This book examines transformational leadership and explores why such leadership can enhance the work of secondary-school leaders. It focuses on school leadership exercised in restructuring contexts. The text is divided into three parts: (1) the context for changing leadership; (2) transformational school leadership; and (3) beyond transformational leadership. Part 1 outlines a menu of current leadership models and shares reasons why transformational leadership marks a sensible point of departure for better understanding changing leadership in changing times. Part 2 describes the outcomes of efforts to unpack the meaning of transformational leadership in schools. It examines leadership at a central Ontario secondary school and offers strategies for setting goals and direction, ways to develop people, and tips for redesigning the culture, structure, policy, and community relationships of a school. The last section provides examples of the impact of transformational approaches to leadership on various aspects of schools. It details the problem-solving processes of transformational leaders, strategies for fostering teacher leadership and building teachers' commitment to change, advice on creating the conditions for growth in teachers' professional knowledge and skill, suggestions for leadership for organizational learning, and tips for achieving emotional balance. (Contains an index and approximately 400 references.) (RJM)

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